

DCI/IC 76-1912

20 January 1976

MEMORANDUM FOR THE RECORD

SUBJECT: DDO KEP Reporting

REFERENCE: Memorandum to D/DCI/IC dated 9 December 1975  
Subject: DDO Reporting Relative to Key  
Intelligence Questions, signed, DDO

AT 1. In mid-October a [ ] from the DDO visited the R&A Branch seeking (a) an explanation of the methodology by which DDO's relative contribution to the information gain on each KIQ was being assessed, (b) assurance that DDO would be given credit for the [ ] DDO KIQ-related reports produced during FY-75. STA

2. He was informed that the KEP process looked to the USIB collection committees and NIOs to assess and report on the performance of Human Resources collection. It was pointed out that in this respect it was the responsibility of each NIO to assess the relative contribution of the substance reported by each collection method to the total substantive information gain on the KIQ. He was cautioned that the measure of effectiveness was substantive gain, and not number of reports.

3. The following week [ ] informed R&A Branch that discussions with the Human Resources Committee and NIOs, while useful, had not been particularly productive. He was advised not to be of faint heart, that these matters took time and to keep at it. STA

4. The subject memo reflects the thrust of [ ] concern, addressing a matter outside the purview of the ICS and should be referred to the HRC and the NIOs for action. STA  
It is so recommended.



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9 DEC 1975

MEMORANDUM FOR: Deputy to the DCI for the Intelligence Community  
Deputy to the DCI for National Intelligence Officers

SUBJECT: Directorate of Operations Reporting Relative to  
Key Intelligence Questions

1. There are several aspects of Directorate of Operations reporting of positive intelligence information which I feel should be factored into the KIQ Evaluation Program at some point. If this already is being done, I would benefit from an explanation of the procedure involved. I also would welcome reassurance that our recent breakout of FY 1975 dollars in terms of KIQs, in response to Section C of the KEP exercise, is not to be matched with the Directorate's contribution to CIA finished intelligence (via KEP Section A data) as an approach to evaluative judgment. The facts below show why this would be impractical and lead to erroneous conclusions.

2. During FY 1975 the Operations Directorate disseminated [ ] raw intelligence information reports of which [ ] clearly identified in substance with KIQs, as shown below. The quantity aspect of our contribution would seem to be one factor pertinent to KEP Section A (Performance Evaluation). We have broken out these [ ] reports by individual KIQ, but apparently this data is not useful either to the NIO's or to the IC Staff in KEP proceedings; neither has evinced interest in receiving this information. To me this indicates a shortcoming in the KEP process.

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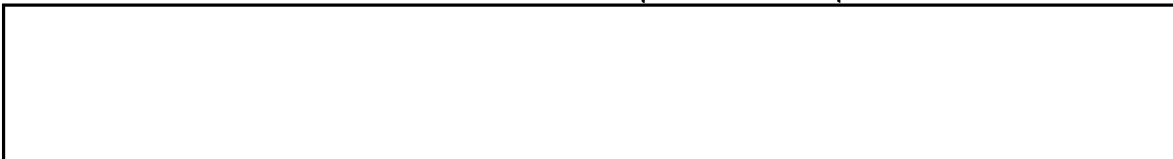
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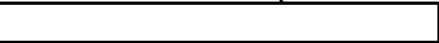
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3. A significant percentage of CIA finished intelligence, while responsive to national intelligence needs, is not KIQ related; the same is true of our raw information input to that production. In this



 I urge the NIO's and ICS/CPAD/R&A to keep in mind that less than half of this Directorate's representation in CIA's FY 75 finished intelligence is pertinent to KEP Section A or overall KEP evaluative conclusions.

4. We will continue working to improve the relationship between this Directorate's MBO procedures and the KIQ/KEP review process, extending our record keeping as feasible to meet KEP needs. At the same time I would appreciate reassurance that the record being maintained is needed, and that the information provided is being employed in a manner which informs as intended.

~~W/ William E. Nelson~~

William E. Nelson  
Deputy Director for Operations

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